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FILE

DD/S 71-2514

JUN 1971

MEMORANDUM FOR: Acting Director of Communications
Director of Finance
Director of Logistics
Director of Medical Services
Acting Director of Personnel
Director of Security
Director of Training

SUBJECT : Personnel Ranking

1. This is just to firm up Mr. Coffey's comments at the DD/S Staff Meeting on the 22nd of June. You will recall the briefing which gave us in April on the experience the Clandestine Service had had with their evaluation program. The sizes of our various Services don't require as formal structures perhaps as the Clandestine Service uses, but certainly the purpose applies equally well. What is desired is as formal a procedure applied to the bottom as you use for ranking the top of the grades and as much care and effort given to the marginal cases. Obviously, if all we do is identify the poorest performers and then don't do anything about them, we've wasted a lot of effort. Since our various Services differ not only in size but in qualitative makeup, it wouldn't be desirable to establish any single system, but we would like to know what sort of procedures you currently follow or propose to follow in the inverse ranking and in taking action on that bottom fraction, whatever it might be, that you feel requires or deserves action. Undoubtedly, there will be some cases which might find resolution outside the respective Career Service but elsewhere in the Directorate. — How would you propose they be handled?

2. We don't want to set a deadline but would like to see an outline of your procedures sometime in the next few months and, of course, would expect that everyone in your Service will have been ranked within a year.

B/R/S/C
Robert S. Wattles
Assistant Deputy Director
for Support

cc: DDS/CMO

ADD/S:RSW/ms (24 June 71)

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Next 3 Page(s) In Document Exempt

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DD/S 71-2346

MEMORANDUM FOR: ✓ Director of Communications
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training

SUBJECT : Evaluation of Officers in the Support Directorate

1. Continual evaluation of personnel is an integral part of any good personnel management program. During the past few years the Deputy Director for Support has held personal discussions with you on your Executive Inventory including your plans for upward movement of managerial personnel. The officers considered for early range career planning are normally in the higher percentiles, and occasionally some in the middle percentiles. No firm position has ever been taken on those officers falling in the lowest percentiles. It is this group that I want to focus on here.

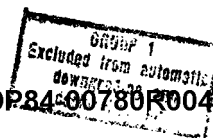
2. The Clandestine Service Career Service have implemented an internal program for evaluation of personnel in their Career Service which was described to us by Mr. [] at an April 1971 DD/S Staff Meeting including their experiences with the program during its first year of operation. From all reports, that program has been very successful. Each of you has his own system for personnel evaluation but I am not sure that we have developed procedures for identifying and taking corrective action on personnel who are marginal performers.

3. You are requested to develop procedures for the ranking of all GS-11 through GS-14 employees in your respective Services at least once each year with a view to identifying not only those who are qualified for promotion or special assignment consideration, but also those who fall within the low five percentile grouping. Those in the low grouping

25X1

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SECRET -2-

should be notified in writing of their ranking in their grade level and advised that unless their performance and ranking has improved by the end of the next year, some administrative action will be necessary. Some factors that should be considered in the evaluations are attached.

4. The procedures should be made known to all members of your Career Service prior to the initial rankings. The first annual ranking of all grades is to be completed by 30 June 1972.

John W. Coffey
Deputy Director
for Support

Attachment

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FACTORS TO BE CONSIDERED IN THE EVALUATION OF SUPPORT PERSONNEL

1. Quality and Level of Performance

a. One of the four primary considerations in competitively evaluating an officer is his performance, i.e., the quality and quantity of work done.

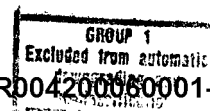
b. In the interest of rendering maximum equity in judging performance, the Office should bear in mind the level of the job performed by employees they evaluate. Otherwise an employee performing work of a lower level than his current grade will perform exceptionally well and could be rated unduly high, whereas an employee performing work of a higher level than his current grade may be rated too low. Fitness reports always become more meaningful when considered in relation to the characteristics and level of the job performed.

c. In ranking of officers to provide promotion for the best qualified, recognition should be given to those who have demonstrated good judgment, initiative, creativity, self-reliance, adaptability, discipline and the acceptance of responsibility. In most cases initiative can be judged by results.

d. On the other end of the spectrum, among the grounds for placing an officer in the lowest percentile are; marginal productivity, consistent weakness in carrying out assigned tasks, procrastination and well documented occurrences of situations in which personality problems have clearly prevented an officer from working cooperatively and harmoniously with his superiors, peers, or subordinates and as a result have limited the effective performance of his assigned tasks. A low ranking does not necessarily represent a judgment of unsatisfactory performance in an absolute sense; it may reflect the Office's determination that the officer does not measure up relatively to the majority of officers in his grade.

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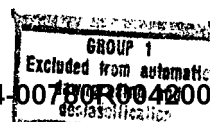
2. Growth Potential

a. The evaluation of potential involves the assessment of an officer's ability, personal qualities, drive, motivation, judgment, imagination and particularly a demonstrated capability to perform effectively at a higher level and to assume broader and increased responsibilities. The evaluation system should require that each officer, in order to be promoted, serve long enough in each grade to provide a basis for a thorough evaluation of his performance at his present grade level as well as his ability to serve at the next higher grade. A minimum time-in-grade requirement if established by the Career Service for a grade should be only to insure that a truly outstanding officer with high potential receives an opportunity to have his credentials for promotion reviewed in spite of the recency of his last promotion. His Career Service must be in a position to make a considered judgment as to (1) whether he can sustain a high-level performance in different and equally demanding assignments at his present grade; and (2) whether his total experience and performance strongly indicate his ability to perform equally well at an even higher grade level.

b. The Office must recognize the necessity to reward markedly productive talents in a specialized field. Advancement should not be limited to those whose talents are essentially managerial.

3. Personal Characteristics and Qualifications

To merit recommendation for promotion, officers should demonstrate certain attributes and attitudes which are regarded as general Support requirements. Among these are integrity, courage, initiative, decisiveness, willingness to accept responsibility, dependability, adaptability and good judgment. Officers are also expected to demonstrate a maturely disciplined attitude toward the other Directorates including mobility and the concomitant willingness to serve where and when needed. The

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Office should be specifically alert to any officer's unwillingness to place the needs of the Agency before personal preferences or convenience, recognizing however that in some cases there may be compelling reasons why a particular assignment cannot be accepted.

4. Nature and Type of Service

a. All officers should be considered as officers of equal status without consideration as to how they achieved their designation in the officer category, their previous employment status or whether service has been primarily overseas or in Headquarters.

b. Similarly, each officer should be regarded on an equal basis whether his assignments have been highly specialized or general, or whether he is currently on an assignment different from his regular functional specialty. All such assignments must be considered as essential to the needs of the Support Service though for the most part have not been sought after by their present incumbents. The factors which should be given considerable weight are the willingness of the employee to meet his career staff obligations and the effectiveness with which he discharges those obligations.

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